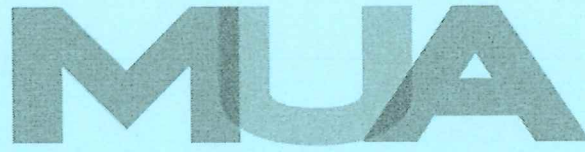


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

HRM 401: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

DATE: 17TH DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below carefully and answer the question that follows:

HORIZON ENTERPRISES

Horizon Enterprises, a multinational firm with a significant presence in Kenya's dynamic market, operates in various sectors ranging from technology to healthcare. The company's success hinges on its ability to effectively manage human diverse resources in an international context. Leveraging the simplified seven C's model, Horizon has established itself as a leader in embracing diversity and fostering a culture of inclusivity within its workforce. The seven C's model guides Horizon's approach to managing human diverse resources. Firstly, the company prides itself on maintaining a cosmopolitan workforce, drawing strength from diversity. Employees from different backgrounds and cultures bring unique perspectives and insights, driving innovation and creativity within the organization. Horizon recognizes the importance of culture and its diversity across national borders, fostering an environment where cultural differences are celebrated and respected.

Compensation is another crucial aspect of Horizon's human resource management strategy. The company ensures that its compensation packages are comparative and value-driven, reflecting market standards while also considering the diverse needs of its employees. Effective communication is prioritized at Horizon, facilitating collaboration and understanding among team members from diverse backgrounds. Furthermore, Horizon invests in the development of competencies among its workforce, providing training and support to help employees thrive in an international environment. The company also utilizes consultants to enhance its international operations, leveraging external expertise to navigate complex challenges and capitalize on opportunities.

In coordinating its international operations, Horizon values diversity and inclusion, recognizing the importance of integrating diverse perspectives into decision-making processes. By embracing the seven C's model, Horizon has cultivated a workplace culture that promotes diversity, equity, and inclusion, driving the company's success in the global market. The International Human Resource Management (IHRM) department at Horizon plays a pivotal role in managing the diverse responsibilities inherent in the company's

global operations. The department handles a myriad of tasks, reflecting the multifaceted nature of international human resource management.

The IHRM department is deeply involved in the personal lives of employees, providing support and guidance to facilitate their adjustment to new environments. This includes assisting expatriate managers, as well as host country and third-country nationals, in navigating cultural differences and adapting to new work cultures. The department also manages external influences, such as government regulations and labor groups, ensuring compliance and mitigating risks. Moreover, the IHRM department places different emphases on management training to meet the needs of a diverse workforce. This includes orientation programs and cross-cultural training to promote understanding and collaboration among employees from different cultural backgrounds. Additionally, the department provides guidance on taxation and compensation aspects, ensuring fairness and transparency in reward systems.

In Horizon's global operations, repatriation programs play a crucial role in supporting expatriate managers during their return to their home countries. These programs address the challenges faced by returning individuals, helping them navigate re-entry shock and transition smoothly back into their home environments. Firstly, preparation is key to the repatriation process, involving thorough planning and gathering information about the new position or role. Horizon provides comprehensive support, including assistance with physical relocation and transition logistics. This includes arranging temporary accommodation, renewing documents, and coordinating logistical details to ease the transition process. Financial and tax assistance is also provided to returning expatriates, ensuring that they are well-informed about changes to their benefits and tax obligations. Horizon offers guidance on re-entry positions and career assistance, helping returning employees reintegrate into the organization and identify new opportunities for growth and development.

Moreover, Horizon addresses the challenges of reverse culture shock by providing support for families and helping employees adjust to changes in the workplace and community. This includes assistance with school systems, children's education, and social integration, as well as stress management and communication-related training. Overall, Horizon's repatriation

programs prioritize the well-being and successful reintegration of returning expatriates, ensuring a smooth transition and continuity in their careers within the organization.

Required:

- a) Explain the simplified seven C's model for effectively managing human diverse resources from an international firm's perspective integrating various functions. (7 Marks)
- b) Focusing on the multifaceted responsibilities handled by the IHRM department, discuss five distinct roles inherent to international human resource management. (10 Marks)
- c) Justify the inclusion of four key topics in repatriation programs, essential for multinational companies to address the challenges faced by expatriate managers during their return. (4 Marks)
- d) Describe the primary phases of the repatriation process, as returning individuals confront re-entry shock or reverse culture shock upon returning to their home country. (4 Marks)

QUESTION TWO

- a) Examine five significant areas of interest pertaining to labor relations within multinational companies, critical for effective management. (5 Marks)
- b) State and explain five key factors influencing international staffing and their impact on global workforce management strategies. (10 Marks)

QUESTION THREE

- a) Discuss the four primary staffing policies in Human Resource Management tailored for the Multinational Corporations, emphasizing their significance and application in global workforce management. (8 Marks)
- b) Describe seven benefits of employing Parent Country Nationals (PCNs) in international staffing, emphasizing their positive impacts on organizational operations. (7 Marks)

QUESTION FOUR

- a) As an HR manager, outline five effective methods for ensuring successful repatriation, considering diverse strategies available. (5 Marks)
- b) Describe, with relevant examples, four types of international organizations where HRM is pivotal for success. (10 Marks)

QUESTION FIVE

- a) Justify the four main classifications of global assignments in Multinational Corporations, integral to training initiatives. (4 Marks)
- b) Explain to management why employing five cross-cultural approaches is essential in mitigating culture and subculture shock. (5 Marks)
- c) Describe three important factors to be considered when evaluating performance, especially within multinational companies. (6 Marks)

QUESTION SIX

- a) Explain six internal factors influencing International Compensation, essential for MNCs' human resource managers. (6 Marks)
- b) Describe, with relevant examples, the four main criteria for selecting employees for international assignments. (9 Marks)

